

Curriculum Vitae
Richard A. Lacquement Jr.

CONTACT INFORMATION:

Dean, School of Strategic Landpower
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EDUCATION:

Doctor of Philosophy (Ph.D.), May 2000, Princeton University, Woodrow Wilson School of Public and International Affairs. Dissertation Title: “Preaching After the Devil’s Death: Shaping American Military Capabilities in the Post-Cold War Era.”

Master of Strategic Studies, June 2009, U.S. Army War College.

Master of Arts in National Security and Strategic Studies, June 2002, U.S. Naval War College, with Highest Distinction.

Master of Arts, June 1998, Princeton University, Woodrow Wilson School of Public and International Affairs. Field of study: International Relations.

Master of Public Administration, May 1995, Princeton University, Woodrow Wilson School of Public and International Affairs. Field of study: International Relations.

Bachelor of Science, May 1984, United States Military Academy. Area of concentration: International Relations. Distinguished Cadet.

MILITARY EXPERIENCE:

Officer, United States Army, May 1984 to September 2013. Retired at the rank of Colonel. Specialty: Strategic Plans and Policy (Functional Area 59). Branch: Field Artillery.

Duty Positions:

June 2012 to present. DEAN, SCHOOL OF STRATEGIC LANDPOWER, U.S. Army War College, Carlisle, Pennsylvania. Leader of the U.S. Army’s premier strategic leadership education program. Provides leadership to over 110 graduate-level civilian and military faculty members in the development and delivery of an effective joint professional military education and rigorous masters degree-granting program for more than 380 resident students and 750 distance education students annually (to include more than 70 international fellows). Supervises an interdisciplinary program combining political science (especially security studies, international relations, and American politics) leadership, management, sociology, resource analysis, history, military operational art, and military professionalism.

June 2009 to June 2010; July 2011 to June 2012. DIRECTOR OF MILITARY HISTORY AND STRATEGY and DIRECTOR, NATIONAL SECURITY POLICY PROGRAM, U.S. Army

War College, Carlisle, Pennsylvania. Faculty instructor for two core courses; Program director and instructor of special elective National Security Policy Program; and Faculty advisor for selected research projects (see teaching experience section below for detailed course descriptions). Provided outreach support to the Army Staff for the development of the Army Operating Concept and conceptual consideration of the Army's future (Army 2020). Also provided outreach support to the Office of the Secretary of Defense on strategic guidance and interagency planning.

June 2010 to July 2011. STRATEGY ADVISOR/LIAISON for the International Security Assistance Force (Afghanistan) Joint Command (IJC) to the Afghan Independent Directorate for Local Governance (IDLG), Kabul, Afghanistan. As part of OPERATION ENDURING FREEDOM, conducted planning and civilian-military coordination to support comprehensive counterinsurgency efforts between the NATO operational military command and the Afghan government agency responsible for sub-national governance.

October 2006 to July 2008. CHIEF, J5 Plans Division, United States Forces Korea, Seoul, Republic of Korea. Leader of a joint planning staff division comprised of military and civilian personnel responsible for U.S. force planning, combined war planning support, and strategic guidance review to support the Republic of Korea-United States alliance. Conducted extensive coordination with Korean counterparts, U.S. Pacific Command, the Joint Staff, the Office of the Secretary of Defense, U.S. military service staffs, and the Department of State on key policy, strategy and plans issues.

October 2005 to October 2006. STRATEGIST and SPECIAL ASSISTANT, Office of the Deputy Assistant Secretary of Defense for Stability Operations, Pentagon, Washington, D.C. Responsible for strategic planning related to Department of Defense (DoD) participation in stability operations. Assisted in implementation of initiatives related to the DoD Stability Operations to include DoD Directive 3000.05, "Military Support to Stability, Security, Transition and Reconstruction"; coordinated with components of the Department of Defense and other U.S. government agencies; and conducted outreach to other organizations involved in stability operations (e.g., non-governmental organizations, think tanks, and academic institutions). Also participated in the development and writing of related U.S. Army and Marine Corps doctrine as lead author for Chapter 2, "Unity of Effort," in U.S. Army Field Manual 3-24/Marine Corps Warfighting Publication No. 3-33.5 (FM 3-24/MCWP 3-33.5) *Counterinsurgency*.

April to September 2005. STRATEGIST and CHIEF of Officer Development Team, Officer Personnel Management System Task Force, U.S. Army Human Resources Command, Alexandria, Virginia. Led officer development team as part of comprehensive review of officer professional development. Conducted reviews and recommended changes for officer education and development to meet current and future challenges.

June 2002 to March 2003; August 2003 to March 2005. PROFESSOR OF STRATEGY AND POLICY, U.S. Naval War College, Newport, Rhode Island. Professor for one of the College's three major core courses. Also, developed and led selected electives and provided support to Distance Education (see teaching experience section below for detailed course

descriptions). Provided outreach support to the U.S. Army Staff and the 101st Airborne Division (Air Assault) in support of OPERATION IRAQI FREEDOM. Other duties included project advisor for student research; review and development of core curriculum; and participation in civilian hiring reviews.

June to August 2003. SPECIAL ASSISTANT to the Commanding General, 101st Airborne Division (Air Assault), Mosul, Iraq (OPERATION IRAQI FREEDOM). Assisted the coalition military commander of northern Iraq (responsible for coalition armed forces in four Iraqi governorates with six million Iraqi citizens). Assisted in security, stabilization and reconstruction tasks. Duties included governance support, economic development; liaison with local leaders, and coordination with non-governmental organizations.

March to May 2003. DIRECTOR, Stability Operations Planning Cell, Army War Plans Division, U.S. Army Staff, Pentagon, Washington, D.C. Leader of seven-person cell responsible for staff actions and coordination of Army issues related to post-conflict stability operations for OPERATION IRAQI FREEDOM. Conducted coordination with military and civilian staff of the Department of Defense (particularly with the Office of the Secretary of Defense for Policy and the Joint Staff J5) as well as other interagency representatives.

May 2000 to June 2001. EXECUTIVE OFFICER, 101st Airborne Division Artillery (Air Assault), Fort Campbell, Kentucky. Chief of Staff for 1,700-person brigade with the primary combat mission to provide artillery support to the 101st Airborne Division. Responsible for staff leadership, coordination, and supervision to support division artillery operations. Managed a \$2 million budget and the accountability and care of over \$50 million of military equipment.

June 1999 to May 2000. EXECUTIVE OFFICER, 3rd Battalion, 320th Field Artillery Regiment, 101st Airborne Division (Air Assault), Fort Campbell, Kentucky. Chief of Staff and second in command of a 540-man battalion with primary combat mission to provide artillery support to an infantry brigade in the 101st Airborne Division. Responsible for staff leadership, coordination, supervision, and execution of administrative and logistical operations. Managed \$450,000 budget and accountability and care of over \$14 million of military equipment.

July 1998 to June 1999. ASSISTANT FIRE SUPPORT COORDINATOR, 101st Airborne Division Artillery (Air Assault), Fort Campbell, Kentucky. Primary fire support advisor to the Assistant Division Commander for Operations of the 101st Airborne Division.

June 1995 to June 1998. INSTRUCTOR and, later, ASSISTANT PROFESSOR OF SOCIAL SCIENCES, United States Military Academy, West Point, New York. Taught undergraduate core and elective courses in American Politics and International Relations (see Teaching Experience section below for detailed course descriptions). Also served as Executive Director for the 1996 annual Student Conference on United States Affairs (SCUSA), as faculty advisor/officer-in-charge of the USMA Model United Nations Team,

and as faculty advisor to several cadet scholarship candidates competing for Rhodes, Marshall, Truman, and other scholarships.

June 1992 to July 1993. COMMANDER, Headquarters and Headquarters Battery, 3rd Battalion, 1st Field Artillery Regiment, Bamberg, Germany. Commanded a forward deployed combat unit in Germany. Led the combat training, discipline and care of over 200 soldiers and the combat readiness and accountability of over \$23 million of equipment.

June 1991 to June 1992. BATTALION LOGISTICS OFFICER, 3rd Battalion, 1st Field Artillery, Bamberg, Germany. Planned and coordinated logistics for a 700 man Field Artillery battalion forward deployed in Germany. Served as primary logistics advisor to the battalion commander. Led tactical logistics operations. Supervised ten person logistical staff. Managed \$500,000 budget.

September 1989 to June 1991. ASSISTANT OPERATIONS OFFICER, Division Artillery Headquarters, 1st Armored Division, Nuremberg, Germany and Southwest Asia (OPERATION DESERT SHIELD/STORM). Drafted, coordinated and supervised the execution of war plans and training plans. Planned and managed the use of artillery radar systems. Supervised the targeting and control of missile fires during combat operations against the Iraqi Army (February 1991). Rewrote Division Artillery standard operating procedures and plans for use in Europe following German reunification.

April 1985 to January 1989. FIELD ARTILLERY OFFICER, 82nd Airborne Division Artillery, Fort Bragg, North Carolina. Supervised combat readiness and training of artillery soldiers with the mission of no-notice, world-wide deployment. Duties included leadership of Field Artillery forward observers assigned to an Infantry Company, leadership of fire direction soldiers at both battery and battalion level, and supervision of division artillery counterfire operations. Wrote numerous memoranda and standard operating procedures for airborne artillery operations.

Military Education:

U.S. Army War College (2009), College of Naval Command and Staff (2002), U.S. Army War College Defense Strategy Course (1999), Air Assault School (1998), Army Command and General Staff College (1994), Combined Arms Service and Staff School (1990), Armor Officer Advance Course (1989), Nuclear, Biological and Chemical Defense School (1986), Jumpmaster School (1986), Ranger School (1985), Field Artillery Officer Basic Course (1985), and Airborne School (1984).

Military Professional Memberships:

Association of the United States Army
Army War College Foundation
Naval War College Foundation

MILITARY AWARDS AND HONORS:

Defense Superior Service Medal, Legion of Merit, two Bronze Star Medals, three Defense Meritorious Service Medals, two Meritorious Service Medals, four Army Commendation

Medals, Army Achievement Medal, Afghanistan Campaign Medal (with two campaign stars), Iraq Campaign Medal (with one campaign star), Global War on Terror Service Medal, Korean Defense Service Medal, two National Defense Service Medals, Southwest Asia Service Medal (with three campaign stars), NATO Non-Article 5 Medal (International Security Assistance Force, Afghanistan), Kuwait Liberation Medal (awarded by Kingdom of Saudi Arabia), Kuwait Liberation Medal (awarded by government of Kuwait), Overseas Service Ribbon with three tours noted, Army Service Ribbon, Joint Meritorious Unit Award, two Meritorious Unit Commendations, Army Superior Unit Award, Office of the Secretary of Defense Staff Badge, Master Parachutist Badge, Air Assault Badge, Ranger Tab.

TEACHING EXPERIENCE:

DIRECTOR OF MILITARY HISTORY AND STRATEGY and DIRECTOR, NATIONAL SECURITY POLICY PROGRAM, Department of National Security and Strategy, United States Army War College, Carlisle, Pennsylvania (June 2009 to June 2010; July 2011 to June 2012). Courses taught:

Theory of War and Strategy -- Professor for graduate level core course that analyzes the historical and contemporary use of military means to accomplish political objectives. Duties include course refinement, lecturing, case research, seminar leadership, student tutorials, and student evaluation.

National Security Policy and Strategy -- Professor for graduate level core course that analyzes American national security policy formulation and bureaucratic processes. Duties include course refinement, lecturing, case research, seminar leadership, student tutorials, and student evaluation.

Strategic Thinking -- Professor for team-taught, graduate level core course in basic concepts of strategic leadership and critical thinking. Duties include lesson refinement, lecturing, seminar leadership, student academic counseling, and student evaluation.

National Security Policy Program -- Professor and program director for graduate level special elective program for selected students to provide greater education and practical familiarization with the U.S. national security policy process. Duties include course development, lecturing, case research, seminar leadership, student tutorials, and student evaluation. Also developed and coordinated offsite educational visits and scheduled outside visitors to meet with students.

PROFESSOR OF STRATEGY AND POLICY, Department of Strategy and Policy, United States Naval War College, Newport, Rhode Island, 2002 to 2005. Courses taught:

Strategy and Policy -- Professor for graduate level core course that analyzed the historical and contemporary use of military strategy to accomplish policy objectives. Duties included course refinement, lecturing, case research, seminar leadership, student tutorials, and student evaluation.

From Winning the War to Winning the Peace -- Co-created and taught graduate level elective in war termination and post-conflict stability operations using historical case studies to analyze military effectiveness and lessons learned in transitioning from war to durable achievement of policy aims.

INSTRUCTOR AND ASSISTANT PROFESSOR OF SOCIAL SCIENCES, Department of Social Sciences, United States Military Academy, West Point, New York. 1995 to 1998.

Courses taught:

Advanced International Relations -- Course Director and Professor. Revised the advanced version of the core course in International Relations. The course pursued answers to two central questions: "Why do states do what they do?" and "How do international relations reflect cooperation and conflict?" Established course requirements, selected readings, lectured, led discussions, and evaluated student performance.

Theories of International Relations -- Course Director and Professor. Developed an advanced theoretical course for undergraduate International Relations majors. The course focused on the philosophical roots and analysis of realism and liberalism as competing approaches to understanding world politics. This course also addressed the role of international organizations (especially the United Nations) in facilitating cooperation among states and in addressing issues that transcend state boundaries. Established course requirements, lectured, led discussions, and evaluated student performance.

American Politics -- Instructor. Responsible for teaching a core course in American politics. The course explored philosophical and theoretical foundations of American government, political institutions, and political participation. Students analyzed key political issues through the application of pluralist, elitist, and conflict theory perspectives. Developed lesson plans and exams. Led classroom discussions and evaluated student performance.

International Organizations -- Course Director and Professor. Developed a new course in international organizations for International Relations majors. With the United Nations as the point of departure, the course studied international organizations that fill out the contours of international society. Established course requirements, selected readings, lectured, led discussions, and developed exams.

Combined Arms Operations -- Instructor. Responsible for teaching a military science course in troop leading procedures and small unit, light infantry tactics.

PUBLICATIONS:

Shaping American Military Capabilities After the Cold War, Westport, Connecticut: Praeger, 2003. (Published book based on revision and expansion of doctoral dissertation).

"Professionalizing Stability Operations in the U.S. Armed Forces," chapter 23 in *U.S. Army War College Guide to National Security Issues: Volume II: National Security Policy and Strategy*, 5th Edition, Carlisle, Pennsylvania: Strategic Studies Institute, June 2012.

"In the Army Now," *The American Interest*, Autumn (September/October) 2010.

"Integrating Civilian and Military Activities," *Parameters*, Spring 2010 (Winner of Colonel John J. Madigan III U.S. Army War College Staff and Faculty Published Writing Award Competition, AY 2010-11). This article was also reprinted in *Parameters*, Winter 2011-12 as part of the "Decade in Review" edition as "one of the most popular articles of the last decade."

“Building a Sustainable, Legitimate, Effective Afghanistan Security Force,” *Small Wars Journal*, January 2010 (co-authored with Cindy Jebb).

“A Comprehensive Approach to Improving U.S. Security Force Assistance Efforts,” Carlisle, Pennsylvania: Strategic Studies Institute, September 2009 (co-authored with Theresa Baginski, Brian J. Clark, Francis Donovan, Karma Job, John S. Kolasheski, Simon "Don" Roach, Sean P. Swindell, Curt A. Van De Walle, and Michael J. McMahon).

“Winning Wars, not Just Battles: Expanding the Military Profession to Incorporate Stability Operations,” Chapter 6 in *American Civil-Military Relations: The Soldier and the State in a New Era*, Johns Hopkins, 2009 (co-authored with Nadia Schadlow).

“Unity of Effort: Integrating Civilian and Military Activities,” Chapter 2 in U.S. Army Field Manual 3-24/Marine Corps Warfighting Publication No. 3-33.5 (FM 3-24/MCWP 3-33.5), *Counterinsurgency*, 2006.

“Mapping Army Professional Expertise and Clarifying Jurisdictions of Practice,” Chapter 9 in *The Future of the Army Profession*, 2nd Edition, 2005.

“A Return to the Army’s Roots: Governance, Stabilization and Reconstruction,” Chapter 11 in *The Future of the Army Profession*, 2nd Edition, 2005 (co-authored with Nadia Schadlow and Charles Barry)

“Building Peace in the Wake of War: Appropriate Roles for Armed Forces and Civilians,” Chapter in *American Defense Policy*, 8th Edition, 2005.

“The Casualty Aversion Myth,” *Naval War College Review*, Winter 2004: 39-57. (Winner of the 2004 Hugh G. Nott *Naval War College Review* Prize for best article of the year.)

Army Professional Expertise and Jurisdictions, Carlisle, Pennsylvania: Strategic Studies Institute, November 2003.

“Understanding Professional Expertise and Jurisdiction,” *Military Review*, March-April 2003: 61-65.

“Welding the Joint Seams,” *Proceedings*, October 2002: 82-85.

“The Casualties Myth and the Technology Trap,” *Army*, November 1997.

“Maintaining the Professional Core of the Army,” *Army*, January 1997.

“Targeting During Desert Storm,” *Field Artillery*, February 1992 (co-authored with Joseph V. Pacileo and Paul A.F. Gallo).

“Silver Bullets: Artillery lessons learned from Operation Desert Storm,” *Field Artillery*, October 1991 (co-authored with Vollney B. Corn Jr.).

Book Reviews:

The Other War (by Ronald Neumann), reviewed in *Parameters*, Summer 2010.
Corporate Warriors (by Peter W. Singer) reviewed in *Naval War College Review*
Summer/Autumn 2004.
Arabs at War (by Kenneth Pollack) reviewed in *Naval War College Review*, Autumn 2003.
The Threatening Storm (by Kenneth Pollack) reviewed in *Naval War College Review*,
Autumn 2003.

Numerous conference papers and presentations, to include:

International Studies Association Annual Convention (February 2015). Paper Presenter,
Panel Chair and Panel Discussant
International Security Studies Section of the International Studies Association Conference
(November 2014). Presenter, Panel Discussant
US Army War College Drawdown Conference (May 2014). Paper presenter.
International Studies Association Annual Convention (March 2014). Paper Presenter,
Roundtable Panelist.
International Security Studies Section of the International Studies Association Conference
(October 2013). Presenter, Panel Discussant
Strategic Landpower Task Force Limited Objective Exercise (August 2013), Facilitator and
participant.
International Studies Association Annual Convention (April 2013). Paper Presenter.
International Security Studies Section of the International Studies Association Conference
(October 2012). Presenter.
US Army Counterinsurgency Center FM 3-24 Revision Conference (May 2012). Panel
presenter.
International Studies Association Annual Convention (April 2012). Panel Chair, Discussant
and Paper Presenter.
Provincial Reconstruction Team (PRT) leaders' course (January 2012), Guest Lecturer on
Afghan local governance.
Inter-University Seminar on Armed Forces and Society Biennial Conference (October
2011). Presenter.
George C. Marshall European Center for Security Studies Security, Stability, Transition and
Reconstruction Course (June 2011). Guest Lecturer.
International Studies Association Annual Convention (February 2010). Paper Presenter and
teaching session Panelist.
Inter-University Seminar on Armed Forces and Society biennial conference (October 2009).
Presenter.
Center for Irregular Warfare and Armed Groups Teaching Workshop (June 2009). Paper
Presenter.
United States Military Academy Senior Conference (June 2009). Presenter.
American Political Science Association Annual Meeting (August 2008). Poster
Presentation.
United States Military Academy Senior Conference (June 2007). Paper Presenter.
Stanley Foundation Conference on National and Global Security (December 2006).
Panelist.

United Kingdom Foreign Office Wilton Park Conference on Stability Operations (October 2006). Presenter

International Studies Association Annual Convention (March 2006). Paper Presenter, Panel Chair and Discussant

U.S. Army Combined Arms Center Counterinsurgency Conference (February 2006). Chapter Presenter, FM 3-24, *Counterinsurgency*.

Johns Hopkins University School for Advanced International Studies Iraq Conference (December 2005). Panelist.

Inter-University Seminar on Armed Forces and Society Biennial Conference (October 2005). Presenter.

American Political Science Association Annual Meeting (August 2005). Teaching seminar Panelist.

United States Military Academy Senior Conference (June 2005). Paper Presenter.

International Studies Association Annual Convention (March 2005). Presenter.

American Political Science Association Annual Meeting (September 2004). Presenter.

International Studies Association Annual Convention (March 2004). Presenter.

U.S. Air Force Academy Institute for National Security Studies Research Results Conference (November 2003). Presenter.

Inter-University Seminar on Armed Forces and Society Biennial Conference (October 2003). Presenter.

International Security Studies Section of the International Studies Association Conference (October 2003). Presenter.

American Political Science Association Annual Meeting (August 2003). Presenter.

International Studies Association Annual Convention, (February 2003). Presenter and Panel discussant.

International Security Studies Section of the International Studies Association Conference (October 2002). Presenter.

Princeton University Research Program in International Security (May 1998). Presenter.

International Security Studies Section of the International Studies Association Conference (October 1997). Presenter.

Academic Counsel on the United Nations System/American Society for International Lawyers (ACUNS/ASIL) Summer Workshop on International Organizations (July-August 1997). Round table Participant and Presenter.

Carnegie Council Conference on Humanitarian Intervention (June 1996). Round table Discussion Participant.

OTHER ACADEMIC RELATED ACTIVITIES:

Member of Governing Board, International Security Studies Section of the International Studies Association, Recently elected to three year term beginning in 2013. Served previously from February 2003 to 2006.

Faculty Advisor, West Point Forum, April 1997-May 1998. Supervised cadet participation in Model United Nations conferences and other simulated international organizations. Provided guidance, mentoring and administrative management for club activities. Including preparation and support for eight trips, management of a budget of \$28,000, and direct supervision of cadet participation and performance during six trips.

Executive Secretary, 48th annual Student Conference on United States Affairs (SCUSA 48), November 1996. Supervised and directed the planning, preparation and execution of an internationally renowned undergraduate foreign policy conference. Developed Conference theme, assembled preparation materials, coordinated invitations for delegates and senior participants (to include Senator Richard Lugar as banquet speaker), managed \$53,000 budget, and supervised the Cadet chain of command that ran the Conference. The Conference brought together 234 student delegates and 34 senior participants to address the theme “The United States on the World Stage: Themes, Actors, and Roles” in the course of three plenary and five round table sessions. Participants included 30 different nationalities and represented 141 different schools/institutions in 31 different states and five countries (this included Fulbright scholars studying in the United States).

Academic Professional Memberships:

American Political Science Association (APSA) (to include membership in the International Security and Arms Control Section).
International Studies Association (ISA) (to include membership in the International Security Studies Section and Peace Studies Section).
Inter-University Seminar on Armed Forces and Society (IUS).

OTHER AWARDS AND HONORS:

Winner of 2010-11 Colonel John J. Madigan III U.S. Army War College Staff and Faculty Published Writing Award Competition (for *Parameters* article, “Integrating Civilian and Military Activities”).
Winner of the 2004 Hugh G. Nott *Naval War College Review* Prize for best article of the year (for *Naval War College Review* article, “The Casualty Aversion Myth”).
First Honorable Mention, 2002 Armed Forces Joint Warfighting Essay Contest (“Welding the Joint Seams”).
Graduate with Highest Distinction (Top 5%) U.S. Naval War College, 2002.
First Prize, *Army* essay contest, 1997 (“The Casualties Myth and the Technology Trap”).
Third Prize, *Army* essay contest, 1996 (“Maintaining the Professional Core of the Army”).
Distinguished Cadet (Top 5%) United States Military Academy, 1980-1984. Graduated 18th out of 986 students.
Academic awards received upon graduation from USMA, May 1984:
Herman Beukema Memorial Award: Highest graduate in the field of Social Sciences.
United States Daughters of 1812 Award: Highest degree of excellence in International Affairs.
Bainbridge-Reynolds-Hayden Family Memorial Award: Highest graduate in the field of History.
Major John Alexander Hottell III Memorial Award: Highest degree of excellence in Modern History.
Honor Society of Phi Kappa Phi, 1983.

OTHER EXPERIENCE:

December 2009. Team Member, Quick Look Assessment, NATO Training Mission-Afghanistan/Combined Security Transition Command-Afghanistan. Provided input to

assessment team evaluating mission and performance of a new three-star command as part of OPERATION ENDURING FREEDOM.

July 1994 to August 1994. Intern, U.S. Department of State, U.S. Mission to the United Nations, Political Section, New York. Drafted briefing memoranda for Ambassadorial actions. Drafted reporting cables concerning U.N. Security Council sessions and other diplomatic activities. Conducted research on several topics with a particular emphasis on peacekeeping issues. Research included extensive use of classified and U.N. sources.

June 1983 to August 1983. Intern, U.S. Department of State, Bureau of Political-Military Affairs, Regional Security Affairs Office, Washington, D.C. Prepared briefing books for bureau director. Drafted numerous position papers and memoranda. Conducted interagency and interoffice coordination to support bureau programs. Conducted research on numerous topics, to include the extensive use of classified material.

July 1982. Foreign Military Academy Exchange. Conducted a four week, officially-sponsored exchange program with the Haitian Military Academy. Program included spending two weeks in Haiti visiting the Haitian Military Academy and touring Haiti. Escorted three Haitian cadets during their two week reciprocal visit to the United States Military Academy and other points of interest in the United States.

More than thirteen years living overseas in Europe (especially Germany, Belgium, and Italy) and Asia (especially Iraq, Republic of Korea, and Afghanistan).

Recommendations and detailed assignment information available upon request.